MISSION STATEMENT:
The National Alliance to End Homelessness (the Alliance) is a
dispensable organization committed to preventing and ending
homelessness in the United States.
Dear Friends and Colleagues,

We want to thank you for your support in 2011. In many ways, it was a trying year. The reverberations of the 2008 economic crisis continued to shake us. The economy rebounded for some, but among people living in poverty unemployment was high and income growth flat. In many communities the funding provided by the Homeless Prevention and Rapid Re-Housing Program (HPRP) under the American Recovery and Reinvestment Act of 2009 – which had aided so many to withstand the economy – ran out.

The $1.5 billion in federal HPRP funding was instrumental in keeping hundreds of thousands of people from falling into homelessness. Indeed, between 2009 and 2011 overall homelessness declined by one percent and chronic homelessness declined by three percent. While not the level of reduction we want, those are not insignificant achievements in the midst of the recovery from such a dramatic economic downturn.

But clearly we are not out of the woods yet. If we cannot sustain and improve upon this success, the Alliance expects homelessness to increase a minimum of five percent over the next few years, based on increases in deep poverty. Already, nearly 40 million U.S. renter households are severely housing cost burdened, meaning they spend 50 percent or more of their monthly income on housing.

Since the Alliance’s inception, we have worked hard to produce the latest research and guidance on the best responses in policy and practice. Each year we work with practitioners, officials and other stakeholders to create new partnerships, implement promising innovations, and increase the adoption of proven interventions. In these ways we hope to change and improve our approach to homelessness, and move toward a solution to the problem.

A solution is our goal, because, in our view, things as they are now are not acceptable. The reality that almost 700,000 people go homeless every night – among them the elderly, people with mental illness, teenagers, children, and veterans – is inexcusable in a country with the wealth and resources of ours.

That is why we will continue to generate new tools and new research for advocates and policymakers, and continue to push for the allocation of federal resources for evidence-based, cost-effective solutions like HPRP. The question is not whether we have the resources to put an end to homelessness; the question is whether we have the will. I believe that your continued support shows we do.

We at the Alliance are not giving up, and we hope that you will not either.

Nan Roman
President and CEO, National Alliance to End Homelessness
The Alliance’s Homelessness Research Institute (HRI) is the authoritative national voice on the issue of homelessness and the go-to place for information and analysis. HRI analyzes research and data to identify demographic trends and determine the most effective strategies to prevent and end homelessness. It then broadly disseminates that knowledge to opinion leaders and the public.

In 2011, HRI provided the most accurate picture of homelessness in America to date. Highlights include the following.

**STATE OF HOMELESSNESS IN AMERICA 2011**
The first report of its kind, *The State of Homelessness in America* investigated the trends in homelessness in the nation between 2008 and 2009. In this report, the Alliance provided a detailed analysis of the economic indicators and demographic drivers of homelessness. In conjunction with the report’s release, supplemental materials were published on the Alliance website in the form of interactive maps showing the local impacts of homelessness.

**A PROGRESS REPORT ON THE FEDERAL STRATEGIC PLAN TO PREVENT AND END HOMELESSNESS**
On the one-year anniversary of *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*, the Alliance published an evaluation of the progress made thus far. A secondary component to the progress report, the “Available Data on Changes in Homelessness,” looked at the changes in the incidence of homelessness since the introduction of the Plan.

**THE HETEROGENEITY OF HOMELESS YOUTH IN AMERICA: EXAMINING TYPOLOGIES**
In this paper, Alliance Research Council member Paul Toro and his colleagues Tegan Lesperance and Jordan Braciszewski presented a typology of homeless youth that could serve as the basis for a policy framework addressing the problem of youth homelessness.

**ECONOMY BYTES**
This series, introduced by the Alliance in 2010, investigates the economic indicators associated with homelessness. In 2011, the series included the following brief.

**EFFECT OF STATE AND LOCAL BUDGET CUTS ON HOMELESSNESS**
This brief examined the intersection between state and local budget cuts and homelessness. It focused on two budgetary program areas that, if cut, could put more people at risk of experiencing homelessness: public cash assistance programs, such as Temporary Assistance to Needy Families (TANF), and public sector jobs.
MEDIA COVERAGE AND EDUCATING BROADLY

The Alliance regularly engages traditional and new media with the aim of improving the quality and quantity of solution-oriented coverage of homelessness. In 2011, the Alliance was cited in 413 articles in publications such as The New York Times, USA Today, Wall Street Journal, and many others. The audience for the Alliance’s new media presence grew significantly, and the Alliance extended its reach into the interactive realm of social media to engage practitioners, advocates, officials, and journalists.

The Alliance also distributes e-newsletters to stakeholders to educate and inform them about new developments in policy, research, and resources. In 2011, more than 10,000 individuals received the Alliance’s weekly newsletter, as well as other publications the Alliance distributed throughout the year.

- Alliance Online News: Weekly e-newsletters to 10,675 subscribers (8% increase)
- Advocacy Update: Legislative progress reports to 5,550 subscribers (14% increase)
- Research Quarterly: Research updates to 3,595 subscribers (38% increase)
- Donor Quarterly: Donor engagement updates to 2,554 recipients (56% increase)

INTERNATIONAL ALLIANCE TO END HOMELESSNESS

In 2011, the Alliance hosted an international convening of homelessness leaders from Canada, Australia, the European Union, the United Kingdom, and the United States. The goal of the meeting was to establish a network of researchers, policy experts, and innovative practitioners that could exchange information, undertake joint projects, and problem-solve. The meeting resulted in the formation of the International Alliance to End Homelessness, which in turn produced an international webinar on youth homelessness, a quarterly newsletter, and numerous opportunities for collaboration.

"Addressing homelessness is now a key policy priority across much of the developed world. All levels of government, individual communities, and nongovernmental organizations from many countries have mobilized themselves around a common motivation to end homelessness. Never before has the issue been more resonant."  - Nan Roman
IMPROVING POLICY

The Alliance’s work on federal policy is grounded in an institutional knowledge of the most effective approaches for ending homelessness and a conviction that, to end homelessness, practitioners, policymakers, and other stakeholders must take these best practices to scale. Alliance staff address the issue of homelessness on a number of fronts: from analyzing policy proposals to suggesting new initiatives to improve outcomes; from educating policymakers on Capitol Hill and in the Administration to spreading the Alliance’s message to people working in the field. In 2011, the Alliance staff made substantial progress in the realm of federal policy.

PROGRESS ON VETERANS
The Alliance collaborated with staff from the U.S. Department of Veterans Affairs (VA) to identify the best approaches to implement VA’s plan to end veteran homelessness in five years. The Alliance also worked with the U.S. Department of Housing and Urban Development, Congress, and VA to increase the stock of permanent housing available to homeless veterans under the HUD-VA Supportive Housing program, and assisted in the effort to secure adequate resources in the face of a budget freeze. Policy suggestions by the Alliance also led to new funding for programs designed to prevent veteran homelessness and rapidly re-house veterans already experiencing homelessness.

CAPITOL HILL DAY
During the 2011 National Conference on Ending Homelessness, the Alliance held a Capitol Hill Day that provided advocates from across the country a rare opportunity to meet with their U.S. Senators, Representatives, and congressional staffers. The event was a monumental success: more than 360 conference participants from a record-breaking 42 states held approximately 270 meetings at congressional offices, where they shared valuable information about the challenges and successes they face at the local level, and the impact of federal funding on their efforts to end homelessness. Participants focused on the topics of targeted homeless assistance programs, housing assistance, and programs for homeless youth.

PEER-TO-PEER LEADERSHIP COUNCIL
Formed in 2009, the Alliance Leadership Council’s purpose is to share information about the best practices in managing local approaches to homelessness and to communicate to federal policymakers what role the federal government can play in the implementation of these practices. It was originally made up of leaders on homelessness from 13 communities across the country who were doing significant work on preventing and ending homelessness at the local level.

In 2011 the Alliance concluded the first class of the Leadership Council in order to move to a format that included states as well as cities. The Alliance then secured additional funding and recruited a second class to resume the Council’s activities in 2012.
PROGRESS UPDATE on OPENING DOORS: THE FEDERAL STRATEGIC PLAN TO PREVENT AND END HOMELESSNESS

The Alliance collaborated with the U.S. Interagency Council on Homelessness and federal agencies to advance a number of initiatives under the federal government’s strategic plan to end homelessness. In addition to the work on veteran homelessness mentioned above, the Alliance’s efforts included:

- Pushing for more effective methods to understand the range of experiences of youth experiencing homelessness, and to ascertain the size of the overall problem of homelessness among youth.
- Supporting a system of grants by the Substance Abuse and Mental Health Services Administration that local communities can use to leverage “mainstream” housing funds and health care programs for permanent supportive housing for people experiencing chronic homelessness.
- Developing a proposal for using the Temporary Assistance for Needy Families program, the mainstay of federal welfare reform efforts, to address more effectively the problem of homelessness among families with children.
- Working with allies to ensure that, in the implementation of the health care reform legislation, federal agencies create new opportunities for local programs to fund medical services that stabilize homeless people with disabilities in permanent supportive housing.

“It is important to understand that the solutions are about better policy and adequate public funding for housing, health care, and services. Even if you focus on providing individual assistance, you need to expend some of your energy on public policy and advocacy.” – Barbara Poppe, Executive Director of the United States Interagency Council on Homelessness.

POLICY SPOTLIGHT: THE NEW CONGRESS AND CONFIRMING HOMELESSNESS AS A BIPARTISAN ISSUE

At the start of 2011, a new Congress took office. It included many new members who were not fully educated on the issue of homelessness, but who were passionately committed to reducing federal spending. Alliance board and staff members worked closely with these Senators and Representatives to educate them on the recent history of bipartisan efforts in Congress to end homelessness, and on how homelessness is affecting people in the states and districts they represent.

The Alliance also supported an active and strong bipartisan Caucus on Homelessness, which conducted briefings to congressional staffers over the course of the year. In that time, Congress substantially cut overall federal domestic discretionary spending, but continued to support and devote new resources to homelessness programs at the Departments of Housing and Urban Development and Veterans Affairs.
BUILDING CAPACITY

THE CENTER FOR CAPACITY BUILDING
The Center for Capacity Building (the Center) works with communities to help them achieve the goal of ending homelessness. With a focus on system-wide change, the Center assists communities in the implementation of best practices and solutions. At a time of diminishing resources, when every dollar spent on homelessness must be used as efficiently and effectively as possible, the Center provided specialized support that included performance improvement clinics, tailored technical assistance, interactive trainings and data analysis tools. By employing a Capacity Building Network of consultants and change agents, the Alliance extended the reach of the Center to communities across the nation.

TECHNICAL ASSISTANCE
In 2011, much of the technical assistance the Alliance provided to communities involved the implementation of the HEARTH Act, recent federal legislation that has restructured federal homeless assistance around an increased focus on performance and best practices.

VIRGINIA: With support from the Freddie Mac Foundation, the Alliance launched a state-wide homeless assistance improvement project with several partners in Virginia to ensure that families experiencing homelessness could move into permanent housing quickly and remain stable.

PRINCE GEORGE’S COUNTY, MD: The Alliance partnered with the county to redesign their homeless assistance services by creating a ten year plan to prevent and end homelessness.

NATIONWIDE: With a focus on achieving better outcomes, the Alliance delivered trainings in 17 communities across the nation to help them restructure their homeless assistance programs.

SPECIAL INITIATIVES: ASSESSMENT AND EVALUATION TOOLS
In 2011, the Center designed a Homeless System Evaluator tool that allowed communities to input data from a variety of sources and use it to analyze the performance of their homeless assistance programs, as well as compare the cost-effectiveness of different strategies. Data gathered and analyzed through the Homeless System Evaluator tool has provided federal, state, and local policymakers with crucial information that inform policy decisions.

In addition to their work with quantitative data, the Center developed a Qualitative Assessment Tool to gather qualitative input from many of the stakeholders working in the homeless assistance field. This new survey instrument collects data from homeless assistance providers, community leaders, and consumers to assess the quality of services and programming being offered.

In addition to helping specific communities utilize these tools through training and technical assistance, the Alliance made them freely available to the public. It introduced and wrote about the tools in weekly newsletters, made them available on the Alliance website, and held webinars to explain how to use them.
TRAINING AND TOOLS
The Alliance’s Center for Capacity Building developed a variety of tools to help communities implement the most effective homelessness prevention strategies and coordinated assessment processes. These tools helped communities target assistance to the people who need it the most, while ensuring that people experiencing homelessness have quick and easy access to assistance.

PREVENTION TARGETING 101
This tool showed communities how to use their data to target homelessness prevention resources, as well as how to improve their ability to prevent episodes of homelessness. It allowed users to create prevention criteria using the characteristics of their existing sheltered population.

CLOSING THE FRONT DOOR: CREATING SUCCESSFUL DIVERSION PROGRAMS FOR HOMELESS FAMILIES
This tool showed communities how to reduce the demand for shelter beds, reduce the size of program wait lists, and reduce the number of families becoming homeless through the creation of programs that divert families from entering homeless assistance systems. Such programs help communities improve outcomes while also making them more competitive when applying for federal funding.

ONE WAY IN: THE ADVANTAGES OF INTRODUCING SYSTEM-WIDE COORDINATED ENTRY FOR HOMELESS FAMILIES
This paper described coordinated assessment strategies and highlighted the communities with the best coordinated assessment processes in the country. Implementing a centralized intake process makes it easier for communities to match families to the services they need, no matter how difficult their barriers are to address.

“When we are in our local communities, it is difficult to focus time on planning, as we have so many people walking through the doors of our agencies looking for assistance. The time and expertise shared at the [performance improvement] clinic provided [us with] an opportunity to focus more energy on strategic planning activities, and provided a great take-away document to launch our efforts...” (Oregon HEARTH Academy participant)
NATIONAL CONFERENCES
Each year the Alliance’s annual conferences bring together practitioners, advocates and public sector champions from across the country to share information and stimulate discussion about what works to end homelessness. In 2011, the Alliance held two national conferences, and provided scholarships to homeless individuals and financially-strapped community representatives whose attendance added immeasurable value to the conversation.

NATIONAL CONFERENCE ON ENDING HOMELESSNESS
In July 2011, more than 1,300 participants attended the National Conference on Ending Homelessness in Washington, DC. More than 250 experts led 86 workshops on topics ranging from homelessness prevention to developing affordable housing to supporting homeless children.

Keynote speakers included:
• Derek Douglas, Special Assistant to the President for Urban Affairs
• Nan Roman, President and CEO, National Alliance to End Homelessness
• Sam Tsemberis, CEO of Pathways to Housing

NATIONAL CONFERENCE ON ENDING FAMILY HOMELESSNESS
The Alliance also held a National Conference on Ending Family Homelessness in Oakland, CA. At the two-day event, 112 experts led 48 workshops for over 650 participants. Workshops focused on topics that included shifting to rapid re-housing approaches; shifting from a program- to a system-level approach; and the homeless youth framework.

Keynote speakers included:
• Mayor Jean Quan, Oakland California
• Robert Reich, Chancellor’s Professor of Public Policy at the University of California at Berkeley and former Secretary of Labor
• Nan Roman, President and CEO, National Alliance to End Homelessness
CELEBRATING SUCCESS
On July 14, 2011 the National Alliance to End Homelessness Awards Ceremony was held at the John F. Kennedy Center for the Performing Arts in Washington, D.C. The Awards Ceremony, the only national event of its kind celebrating solutions to homelessness, honors organizations and individuals who have made a significant contribution to ending homelessness. This year’s honorees were:

LOS ANGELES BUSINESS LEADERS TASK FORCE ON HOMELESSNESS
Private Sector Achievement Award
Begun as a collaboration between the United Way of Greater Los Angeles and the Los Angeles Chamber of Commerce in 2009, the Los Angeles Task Force on Homelessness developed a plan to eradicate chronic and veteran homelessness in Los Angeles by 2016. In 2010, the task force created Home For Good, their blueprint to end chronic and veteran homelessness. Since then, over 100 organizations and leaders from across the region have stepped forward to join this effort. The award was accepted by task force co-chairs Dr. Renee White Frazier, CEO of Fraser Communications and Jerold B. Neuman, partner with the law firm Sheppard Mullin.

THE ROAD HOME
Nonprofit Sector Achievement Award
On any given day, The Road Home in Salt Lake City, Utah, provides emergency shelter for 700 people, gives emergency assistance to 150 people, and provides rental subsidies and case management services to an additional 500 households throughout the community. Their mission, to help people step out of homelessness and back into the community, guides their housing placement team as they assist individuals experiencing homelessness to access all housing programs available. The Road Home provides specialized, intensive supportive housing services for people who had turned to shelters as their permanent housing destination. They are also the lead agency in a collaborative effort to provide intensive case management and housing services to individuals experiencing chronic homelessness in scattered site housing, and are the central referral agency for rapid re-housing in Salt Lake County. The award was accepted by executive director, Matt Minkevitch.

CONGRESSIONAL CAUCUS ON HOMELESSNESS
Public Sector Achievement Award
In 2010, in a bipartisan effort to educate Members of Congress and their staff on issues affecting people experiencing homelessness, Representatives Judy Biggert (R-IL-13), Alcee Hastings (D-FL-23), Eddie Bernice Johnson (D-TX-30th) and Geoff Davis (R-KY-4th) founded the Congressional Caucus on Homelessness. Through its regular briefings, the Caucus focuses on advancing effective solutions to prevent and end homelessness. The award was accepted by caucus co-chairs, U.S. Representatives Judy Biggert and Alcee Hastings.
BOARD OF DIRECTORS

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Alliance Co-Founder

The Hon. Mike Lowry, Co-Chairman
Former Governor, Washington State

Gary M. Parsons, Vice Chairman

Elizabeth Boyle, Secretary
Alliance Co-Founder

Robert D. Villency, Treasurer

Nan Roman, President and CEO
National Alliance to End Homelessness

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Catholic Charities of St. Paul and Minneapolis

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Ian Lisman
Sharon McDonald
Kay Moshier McDivit
Shalom Mulkey
Nan Roman
Catherine Seif
M William Sermons
Lisa Stand
Norm Suchar
Andre Wade
Kimberly Walker
Aisha Williams
Peter Witte

JOIN US!

www.endhomelessness.org
2011 STATEMENT OF ACTIVITIES

<table>
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<th>REVENUE AND SUPPORT</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
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<td><strong>TOTAL EXPENSES</strong></td>
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<th>CHANGE IN NET ASSETS</th>
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<td><strong>NET ASSETS, End of Year</strong></td>
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2011 REVENUE AND SUPPORT: $4,818,605
- Grants & Contributions 84.1%
- Conferences 13.9%
- Contracts 1.4%
- Other Revenue .4%
- Investment Income .2%

2011 EXPENSES: $3,004,583
- Research Education 37.8%
- Capacity Building 47%
- Management & General 8.1%
- Advocacy 4%
- Fundraising 2.5%
- Lobbying .6%
2011 DONORS

$100,000 AND ABOVE
American Gift Fund
Anonymous
Fannie Mae
Freddie Mac Foundation
Bill & Melinda Gates Foundation
Conrad N. Hilton Foundation
The Melville Charitable Trust
Oak Foundation
ConocoPhillips Company
Ralph and Karen Craft
Joan Dalianis Foundation
Robert E. Delaney
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Howard Eisenberg
William B. Fagan
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Alan and Esther Fieder Foundation
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Craig Hutson
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International Union of Operating Engineers
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Kalispel Tribe of Indians
Klinka and John Lollar
Monish Kundra and Minal Damani
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Rebecca Oesterle
Benjamin Paar
Benjamin Parkison
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Dana Redding
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John Saltveit
Samuel Y. Sessions
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Natalie S. Shein
David and Sara Siegal
Bernie Silva
Charles Smith-Dewey
Somerset Development Company
Emanuel Stern
Liliane Sobieski
Jennifer Trapp-Langedoerfer
United Mine Workers of America
Washington Agricultural Families Assistance
Weingart Foundation
Tanya Wendling
Wallace Wilson
Marie C. and Joseph C. Wilson Foundation
Andrew W. Wyckoff
Anne Youngblood

$500-$999
Anonymous (9)
Joshua and Larissa Abrams
Uzair Ali
Yasmin Anandwala
ARC Excess and Surplus LLC
Olivier Armatier
Aspenroot, LLC
Michael Bailey
John C. Baker
Alex and Carolyn Bell
Kenneth F. Bernstein
Nancy E. Black
Vera Bobovnikova
Robin O. Brenna
Maria Alexia Burke
Sean M. Carroll
Catholic Charities USA
Juania A. Chou
Mr. Daniel Christensen
Henry Cisneros
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Irene Leidner and William Davy
Ms. Kathryn J. Dickman
DJRJ Charitable Fund
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Mary M. Dougherty
Eberts and Harrison, Inc.
Oda L. Egeland
Evergreen-Partners Giving Fund
Patrick Ezzell
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James Safranek and Julie Leader
Scott M. Leventhal
Marc Lowenstein
Eric Jason Lucas
Martin and Andrea Lybecke
Webb Lyons
Irene Mabry Moses, Faith Realty, LLC

$25,000-$99,000
AFL-CIO Housing Investment Trust
Mr. and Mrs. James A. Baker III
Mr. and Mrs. Alexander Boyle
Butler Family Fund
The Estate of Michael O’Callaghan

$10,000-$24,999
ASAF Charity
Barnes & Thornburg LLP
O Positive
Gary and Kathleen Parsons
Mr. and Mrs. Robert Villency

$5,000-$9,999
Bank of America
Terrence Edwards
Tomas Escobar
John and Fel L. Fisher
Jeffery Hayward
Adam McKay and Shira Piven
Macy Housing
Nativis
New Beginning Initiative
Paladin Capital Group
Social Solutions, Inc.
Robert Stillman
Daniel and Brenda Stone
United Brotherhood of Carpenters

$1,000-$4,999
Anonymous (11)
Sharon Blair
Rebecca Booth
Lucianna Brassington
Building America CDE
Vladimir and Araxia
Buckhartz Foundation
Tom Burke
Theodore H. Butz
Calthorpe Associates
Capital Project Management, Inc.
Camelinite Communion, Inc.
Paul Peter Caslavka

2011 DONORS

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ASAF Charity
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Conrad N. Hilton Foundation
The Melville Charitable Trust
Oak Foundation
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David Mohr
Mr. and Mrs. Henry Morgan
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Reece W. Nienstadt
Rebecca Oesterle
Benjamin Paar
Benjamin Parkison
Quinn Oil and Gas, Inc.
Jim Rapinchuk
Dana Redding
Barbara and Joel Richmond
Nan Roman and Tom Bobak
John Saltveit
Samuel Y. Sessions
Kavita Sharma
Natalie S. Shein
David and Sara Siegal
Bernie Silva
Charles Smith-Dewey
Somerset Development Company
Emanuel Stern
Liliane Sobieski
Jennifer Trapp-Langedoerfer
United Mine Workers of America
Washington Agricultural Families Assistance
Weingart Foundation
Tanya Wendling
Wallace Wilson
Marie C. and Joseph C. Wilson Foundation
Andrew W. Wyckoff
Anne Youngblood
Rich and Christine Mancusi
Peter Marozik
Bobbie K. Marquette
Timothy E. Marx
Jeffrey W. Mason
James and Jeanne McDonald
Husham P. Mishu
Michelle Morrison
National Alliance on Mental Illness
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